
COMMUNITY DEVELOPMENT



PLANNING & COMMUNITY DEVELOPMENT

MISSION STATEMENT

The mission of the Department of Planning and Community Development is to apply the highest quality planning and regulatory principles to preserve, protect and enhance Norfolk's developed and natural environments.

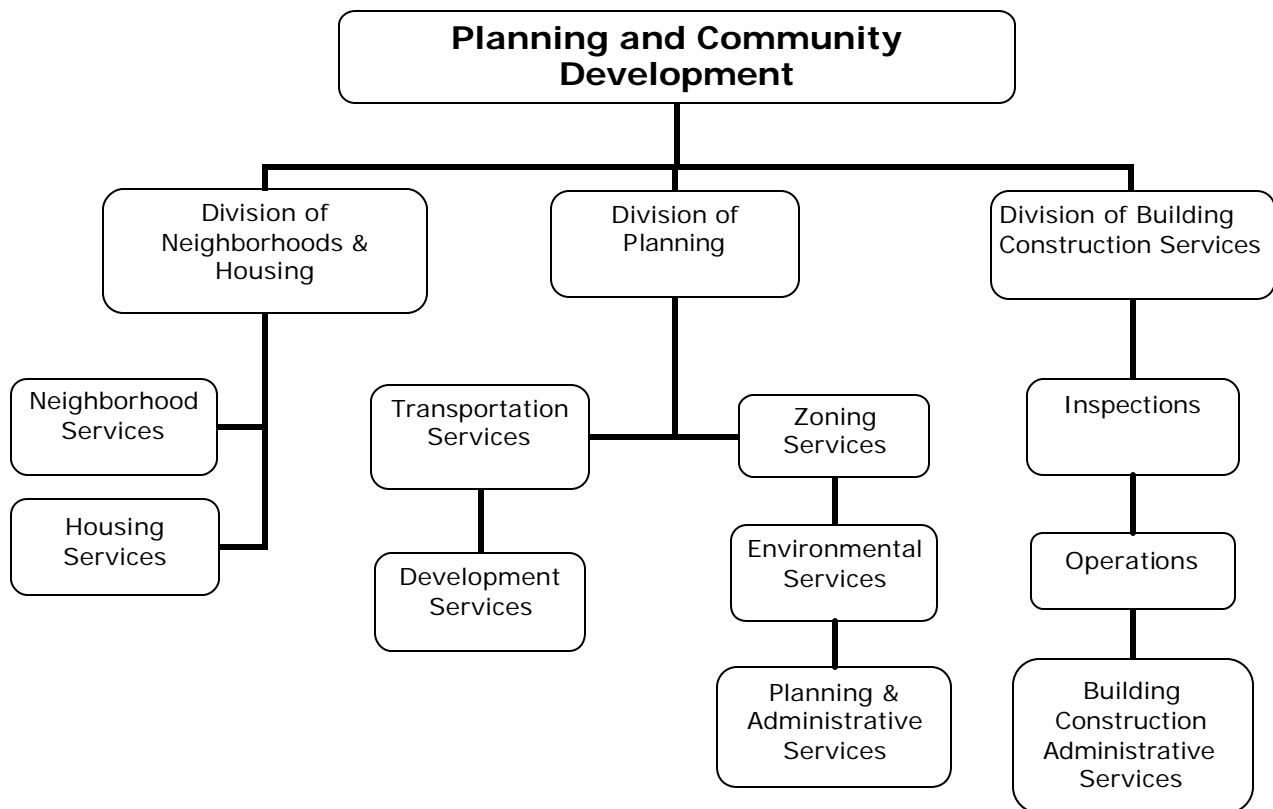
DEPARTMENT OVERVIEW

The department produces and maintains the Comprehensive Plan which includes policy guidance on transportation, economic development, neighborhood planning, land use/zoning, and the location of public facilities. The department also provides comprehensive planning information and makes recommendations on the following:

- Community design issues and policies
- Neighborhood preservation and improvement
- Land use policies
- Housing initiative
- Community development activities
- Facilities
- Transportation
- Economic development
- Protection and enhancement of coastal resources
- Compliance with the Chesapeake Bay Protection Act

Another key function of the department is to maintain the zoning ordinance to regulate land use and development practices throughout the City. These activities are accomplished through coordination of the site plan review process, which ensures technical compliance of construction projects in accordance with the City's various codes and ordinances. In addition, the department is responsible for ensuring building safety by reviewing requests, issuing permits, inspecting construction work, managing elevator inspections, cross connections safety program and enforcing the Virginia Uniform Statewide Building Code.

The department also staffs various commissions and boards including the Planning Commission and provides advice to property owners and developers on the development of parcels of land in the City while remaining in compliance with various regulatory programs.



BUDGET HIGHLIGHTS

The total budget for the Department Planning and Community Development is \$4,869,800. This is a \$237,300 increase over the FY 2005 budget. This 5.12 percent increase reflects technical adjustments, reclassification of certain positions for the Housing Initiative, the addition of a Senior Codes Specialist who will be used as a Combination Inspector to enforce Virginia Building Code Standards for construction and the transfer of the Information Management Supervisor function to the Office of Budget and Management.

KEY GOALS AND OBJECTIVES

- To ensure through systematic review that all activities undertaken by the department contribute to the continued growth and revitalization of Norfolk as a most desirable community to live, work, and reinforce the role of Norfolk as the economic and cultural hub of Hampton Roads.
- To manage the process of updating the Norfolk Comprehensive Plan in terms of visioning, functional planning, neighborhood planning, design studies and plans, marshaling of resources, coordination of supporting information, policy analyses and recommendations, and development of appropriate implementation strategies.
- To maintain and nurture appropriate liaisons and relationships with citizens, City departments and agencies, City administration and City Council, as well as state and federal officials, in order to better carry out the mission of the department.

- To develop and implement housing and neighborhood enhancement initiatives and to collaborate with public and private entities to establish resource networks and comprehensive delivery systems for community betterment.
- To assist citizens, contractors, property owners, architects, engineers, designers to perform and accomplish their desired construction, alterations, repairs and enhancements to buildings and structures within the City of Norfolk in compliance with all applicable codes and ordinances.
- To help encourage through planning and zoning activities new investment and reinvestment in the community so as to maintain and help property values grow.
- To improve land use regulations and processes to guide and ensure that new and infill development supports and enhances existing neighborhoods through use of compatible architectural styles and housing types.
- To improve access to current land use and zoning information and development requirements for interested parties.
- To facilitate the review and approval of development projects consistent with approved plans in the downtown and other revitalizing sections of the City such as Ocean View and those projects sponsored by the local institutions of higher learning and the Medical Center institutions.
- To manage the City's design review process as spelled out in the City code for maximum effectiveness in approving projects with high quality urban design in harmony with their settings.
- To continue to be responsive to citizens, developers, City Council and City departments in all areas of coastal resource regulation. Transition and integrate the permits and inspections tracking system for the wetlands program, erosion and sediment control, Chesapeake Bay Preservation Area oversight, and site plan review to ensure code compliance.
- To provide leadership and expertise in assisting the City to maintain and replenish its beaches to protect personal and property investment and limit storm damage associated with hurricanes and other storms.
- To assist with the implementation of final engineering of the Norfolk light rail transit system to further development of the initial phase of Light Rail Transit in Norfolk.
- To provide policy coordination and develop recommendations linking state and federal initiatives and requirements with the accomplishment of local transportation objectives and projects.
- To maintain a state of preparedness to provide in the event of disaster prompt, accurate preliminary damage assessment to all levels of government so as to accelerate recovery.

PRIOR YEAR ACCOMPLISHMENTS

- Managed the initial stages and program development for the housing initiative highlighted by the "Come Home to Norfolk, Now" program.
- Published the Pattern Book for Norfolk Neighborhoods to assist homeowners, builders, and communities as they repair, rebuild, and expand their houses and improve their neighborhoods.
- Opened the Neighborhood Design and Resource Center to provide citizens and contractors with design services, renovation advisory services, education and outreach

services, information on financial assistance, and promotions and marketing opportunities for "Coming Home to Norfolk."

- Opened the Pretty Lake Housing Safety Office to improve customer service through the issuance of building permits in an expanding area that includes the site for Homerama 2004.
- Provided assistance to all applicants and managed the process with the Planning Commission and City Council for rezoning, special exceptions, street closures and development certificates, and Board of Zoning Appeals applications.
- Facilitated development projects initiated by several of the City's institutions (the Medical Center, Norfolk State University, Old Dominion University); analyzed and made recommendations concerning the issuance of Development Certificates in the Downtown and Pedestrian Commercial Overlay zoning districts; and managed the commercial corridor and business façade incentive programs.
- Implemented a new statewide building code; the 2000 editions of the International Building Code, International Residential Code, International Plumbing Code, International Mechanical Code, International Fuel Gas Code, International Energy Conservation Code, and the 1999 National Electrical Code.

Expenditure Summary				
	FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED
Personnel Services	3,106,358	3,747,907	4,089,200	4,362,612
Materials, Supplies and Repairs	121,476	159,286	157,300	160,873
General Operations and Fixed Costs	110,495	129,002	140,400	156,169
Equipment	10,347	37,649	-	(29,900)
All- Purpose Appropriations	140,429	340,738	245,600	220,046
TOTAL	3,489,105	4,414,582	4,632,500	4,869,800

Programs & Services				
	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED	POSITIONS
DIRECTOR'S OFFICE				
Management, Administration and Operations	1,133,946	906,470	492,464	5
Provide leadership and guidance to all service areas and operating and budgetary support for the department's activities.				
DIVISION OF PLANNING				
Transportation Services	84,136	83,987	249,033	1
Prepare analyses and recommendations pertaining to all transportation modes with emphasis on highway needs.				

Programs & Services

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED	POSITIONS
Development Services	101,801	106,815	112,798	3

Provide analyses, support and coordination for planning and development initiatives. Assist residents, developers and institutions with their proposed development projects. Manage the collection, analysis, and dissemination of the various data bases and the mapped display of information.

Zoning Services	339,261	577,765	614,274	9
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Administer and enforce the Zoning Ordinance and land use regulations and propose City-sponsored amendments to the Zoning Ordinance and Zoning Map as warranted. Process proposed changes to the Zoning Text/Zoning Map as proposed by the public. Staff and manage the zoning public hearing process. Provide staff to the Board of Zoning Appeals and administer that process.

Environmental Services	145,982	148,793	144,248	2
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Provide land use assistance in areas of coastal resources. Ensure adherence to the Chesapeake Bay Preservation Act; administer erosion and control program; and analyze environmental issues. Coordinate/secure regulatory approvals for the City's beach replenishment programs.

Planning Administrative Services	180,664	195,451	222,863	5
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Provide administrative support, documentation preparation and records retention for all services.

DIVISION OF BUILDING CONSTRUCTION SERVICES

Construction Inspections	1,213,025	1,313,460	1,626,113	24
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Inspect all permit-regulated work to ensure compliance with approved plans and the Virginia Uniform Statewide Building Code. Inspect all projects numerous times to provide for buildings safety.

Construction Operations	658,615	543,418	556,626	9
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Review and approve all permit applications and review construction documents for compliance with Uniform Statewide Building Code and numerous model building codes.

Building Construction Administrative Services	336,088	333,202	355,600	7
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Provide administrative support, documentation preparation and records retention for all services.

Programs & Services

	FY 2004 ACTUAL	FY 2005 APPROVED	FY 2006 APPROVED	POSITIONS
DIVISION OF HOUSING AND NEIGHBORHOODS				
Comprehensive Planning Services	221,064	423,139	495,781	9
The Comprehensive Planning Bureau is responsible for engaging community stakeholders in the development of long-term and short-term strategic and implementation plans for the improvement of neighborhoods.				
Housing Services				
The Housing Services Bureau is responsible for the development and implementation of programs to enhance the quality, design, marketability and affordability of Norfolk's existing and new housing stock.				
TOTAL	4,414,582	4,632,500	4,869,800	74

Strategic Priority: Economic Development

TACTICAL APPROACH

To improve the overall aesthetic impression of the City of Norfolk, and guide new development in line with City policies.

Program Initiatives	FY 2003	FY 2004	FY 2005	FY 2006	Change
Design Review Items	150	165	185	194	9
Zoning Appeals	70	75	85	89	4
Building Plan Review Detailed	1,450	1,660	1,825	2,025	200
Permits Issued by Counter	3,650	4,190	4,610	5,000	390

TACTICAL APPROACH

To improve overall quality, marketability and value of Norfolk's housing stock and neighborhoods and to increase Norfolk's competitiveness in the region in terms of attracting and increasing the percentage of home owners in Norfolk.

Program Initiatives	FY 2003	FY 2004	FY 2005	FY 2006	Change
Neighborhood Planning Initiatives	N/A	N/A	3	2	-1
Live Near Work	N/A	N/A	25	25	No Change
GEM Program	N/A	N/A	5	15	10

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2005 Positions	Change	FY 2006 Positions
Accounting Technician	OPS07	24,383	38,983	1		1
Administrative Assistant II	MAP03	30,603	48,922	2		2
Administrative Secretary	OPS09	28,519	45,596	2		2
Administrative Technician	OPS08	26,358	42,135	2	1	3
Architect II	MAP11	50,040	79,997	1	1	2
Architect III	MAP12	53,394	85,356	0	1	1
Assistant Director of Planning	SRM08	60,236	106,016	2		2
Business Manager	MAP08	41,379	66,148	1		1
City Planner I	MAP06	36,593	58,499	3	-2	1
City Planner II	MAP08	41,379	66,148	6	-1	5
City Planner III	MAP10	46,932	75,027	0	3	3
City Planning Manager	SRM05	50,219	88,386	4	-1	3
City Planning Technician	OPS10	30,887	49,374	1		1
Code Official	SRM08	60,236	106,016	1		1
Codes Enforcement Team Leader	MAP08	41,379	66,148	5		5
Codes Records & Research Manager	MAP10	46,932	75,027	1		1
Contract Administrator	MAP10	46,932	75,027	1		1
Contract Monitoring Specialist	MAP05	34,449	55,074	1	-1	0
Deputy Code Official	MAP11	50,040	79,997	1		1
Director of Planning	EXE03	79,949	138,253	1		1
Environmental Services Manager	SRM07	56,613	99,638	1		1
Information Management Supervisor	MAP08	41,379	66,148	2	-2	0
Permit Technician	OPS8	26,358	42,135	0	1	1
Permits Specialist	OPS11	33,481	53,527	3		3
Public Services Coordinator I	MAP06	36,593	58,499	1		1
Senior City Planning Technician	OPS11	33,481	53,527	1		1
Senior Codes Specialist	OPS12	36,327	58,071	18	1	19

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2005 Positions	Change	FY 2006 Positions
Senior Permits Specialist	OPS12	39,450	63,069	2	1	3
Support Technician	OPS06	22,577	36,092	5	-1	4
Zoning Enforcement Coordinator	MAP09	44,051	70,425	1		1
Zoning Enforcement Specialist II	OPS11	33,481	53,527	3	-1	2
Zoning Enforcement Specialist III	OPS13	39,450	63,069	2	-1	1
TOTAL				75	-1	74

DEVELOPMENT

MISSION STATEMENT

The City of Norfolk's Department of Development strives to create wealth for the City with a customer driven approach that promotes wealth growth and wealth importation. It is wealth creation that will allow the Department of Development to contribute positively to the City of Norfolk's status as a great place to live, work, learn and play.

DEPARTMENT OVERVIEW

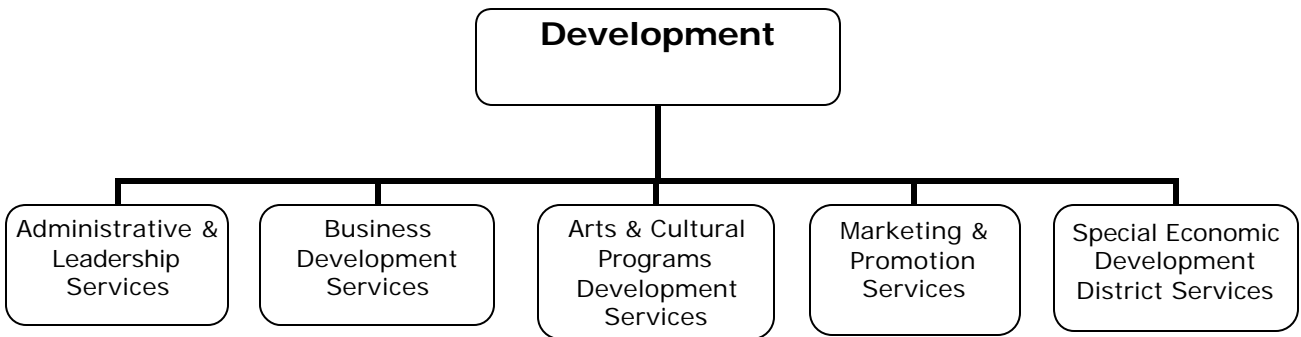
The Department of Development focuses on the attraction, retention, and expansion of businesses in the City. The department has adopted an industry specific approach to grow the existing business base, thereby increasing revenues for the City and creating new employment opportunities for citizens.

Special District Programs, such as the Empowerment Zone, Enterprise Zone, and HUB Zone programs provide federal, state, and local incentives for new and existing businesses located in targeted areas throughout the City.

The department also provides support to local cultural organizations to facilitate community outreach to enrich cultural amenities and enhance the quality of life for citizens.

Activities of the department include:

- Promote the City with user-friendly updated website and expanded photo gallery.
- Enhance the selection of profile and research information available on the website.
- Provide Norfolk Development Reports - continue telling "Development Stories" by providing strategic project details and study/survey findings on specific subjects.
- Continue public relations editorial strategy and support for national consumer and industry publications such as Urban Land, Shopping Center Today, Restaurant Business, national news syndicates and newspapers to promote Norfolk's high market ratings.
- Continue GISplanning.com software subscription to enable site selection of properties throughout the City with demographic and business profiles and photographs. The site will be enhanced to include new front page, more data layers and additional search tool applications.
- Conduct Small Business Expo – Comprehensive guide to services/special assistance available to assist in creation and expansion of Norfolk businesses. "In the Zone" possible signage in districts with attention to workforce development issues. Encourage defense contractors with marketing information of the HUB Zone.
- Support Norfolk Arts Magazine.
- Attract minority businesses and continue a joint initiative with the City of Portsmouth.



BUDGET HIGHLIGHTS

The total budget for the Department of Development is \$2,030,000. This is a \$96,100 increase over the FY 2005 budget. This 4.97 percent increase reflects technical adjustments made for personnel and general operations, and the re-activation of a Business Development Manager Position which was frozen as part of a FY 2005 reduction strategy.

KEY GOALS AND OBJECTIVES

Work with existing businesses, local business organizations, and neighborhood civic leagues to enhance the business and neighborhood commercial corridors.

- Assist local arts and cultural organizations that promote the arts throughout the community.
- Continue to develop our Small, Minority, and Women-Owned Business Program.
- Increase the tax base by attracting new businesses to the City that complement existing industrial and business strengths and assisting existing businesses with their expansion needs.
- Identify and facilitate land redevelopment opportunities.

PRIOR YEAR ACCOMPLISHMENTS

Expansions and new businesses exceeding \$470 million, U.S. Gypsum, Trader Publishing Electronic Media Group headquarters, Hampton Roads Maritime Association, Marine Hydraulics, P & P Executive Office Park, Berkley Shopping Center, Boatel, Ford, Norfolk Central Development, Taylor Real Estate, Inc., Mark Barr I & II, Delphinus Engineering Continental Broadband, Targeted Publications, Booz Allen Hamilton and Granby District continues to fill in.

Housing Initiatives

- 388 Boush Street – 94 condominium units on Boush Street
- The Landings at Bolling Square – 184 condominiums and rental units
- Harbor Heights – Mixed use development of 99 residential units, Tidewater Community College administrative offices, and urban market with structured parking
- Brambleton & Duke Sts. - Mixed apartments and townhouse units
- Granby Towers – 300 condominium units
- Atlantic City/Fort Norfolk

Diversity Business Initiatives

- Joint minority marketing program with City of Portsmouth
- Small Business Expo
- Small Minority & Woman Owned Business Program
- Update Business Start-up Guide
- VECTEC (Virginia Electronic Commerce Technology Center)
- ODU-TAC (Technology Applications Center)
- Participated in Black Enterprise Magazine Conference/Black Hoteliers

Expenditure Summary

	FY2003 ACTUAL	FY2004 ACTUAL	FY2005 APPROVED	FY2006 APPROVED
Personnel Services	1,017,783	1,325,254	1,386,800	1,490,063
Materials, Supplies and Repairs	28,648	26,744	22,600	25,923
General Operations and Fixed Costs	611,016	488,244	524,500	514,014
TOTAL	1,657,447	1,933,900	1,933,900	2,030,000

Programs & Services

	FY2004 ACTUAL	FY2005 APPROVED	FY2006 APPROVED	POSITIONS
ADMINISTRATIVE & LEADERSHIP SERVICES	617,276	836,797	898,132	8

Provide leadership, coordination and management of the economic development programs of the City of Norfolk.

Programs & Services

	FY2004 ACTUAL	FY2005 APPROVED	FY2006 APPROVED	POSITIONS
BUSINESS DEVELOPMENT SERVICES	759,499	615,513	636,394	9
Provide focused, sector-specific expertise for attracting new business development and assisting in the expansion of existing businesses.				
ARTS & CULTURAL PROGRAMS DEVELOPMENT SERVICES	62,200	63,806	65,773	1
Coordinate the City's arts and cultural development assistance programs, and liaison with City arts organizations.				
SPECIAL ECONOMIC DEVELOPMENT DISTRICT SERVICES	107,352	113,800	116,453	1
Coordinate and administer work directed to the department to assist in the delivery of Empowerment Zone initiatives. Provide support, as needed to the Enterprise Zone programs.				
MARKETING & PROMOTION SERVICES	293,915	304,004	313,248	1
Coordinate and implement marketing and advertising initiatives promoting the City as a business location.				
TOTAL	1,840,242	1,933,900	2,030,000	20

Strategic Priority: Economic Development, Community Building, Regional Partnerships

TACTICAL APPROACH

Increase the City's economic base over the prior business tax base

PROGRAM INITIATIVES	FY 2003	FY 2004	FY 2005	FY 2006	CHANGE
Businesses attracted to City	32	30	32	32	No CHANGE
Business expansions in City	30	30	30	32	2
Increase business tax base	2.7%	3.0%	3.0%	3.0%	No CHANGE

TACTICAL APPROACH

Increase the utilization of Norfolk's real estate

Strategic Priority: Economic Development, Community Building, Regional Partnerships

PROGRAM INITIATIVES	FY 2003	FY 2004	FY 2005	FY 2006	CHANGE
Expand commercial tax base	2.7%	3.0%	3.0%	3.0%	No CHANGE

TACTICAL APPROACH

Promote regional, national and international awareness of Norfolk's strategic advantage as a culture and business center of the southeastern coastal region.

PROGRAM INITIATIVES	FY 2003	FY 2004	FY 2005	FY 2006	CHANGE
Technical assistance to arts organizations	60	50	45	45	No CHANGE
Arts within reach average attendance	80	75	142	156	14
Sustain growth in major arts organizations' cumulative budgets	10.9%	7%	2.5%	0	-2.5%
Norfolk Arts Magazine	1	2	0	2	2

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2005 Positions	Change	FY 2006 Positions
Administrative Analyst	MAP08	41,379	66,148	1		1
Administrative Secretary	OPS09	28,519	45,596	1		1
Administrative Technician	OPS08	26,358	42,135	2		2
Arts Manager	SRM01	44,801	78,849	1		1
Assistant Director of Marketing	SRM04	53,282	93,778	1		1
Assistant Director of Development	SRM06	60,236	106,016	1		1
Business Development Manager	SRM02	47,398	83,423	6		6
Director of Development	EXE03	79,949	138,253	1		1
Manager of Special Districts & Programs	SRM01	44,801	78,849	1		1
Office Assistant	OPS03	18,023	28,815	1		1
Senior Projects Manager	SRM01	44,801	78,849	1		1
Senior Business Development Manager-Commercial	SRM02	47,398	83,423	1		1
Senior Business Development Manager-Maritime	SRM02	47,398	83,423	1		1
Senior Business Development Manager-Finance	SRM03	50,219	88,386	1		1
TOTAL				20	0	20

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